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12 October 1973

Mr. Wattles:

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You asked me to look at the roles of [_____] C/ISAS, and [____] C/IPS/OPPB, in terms of the potential for cloudiness between them as raised by Chuck Briggs in his activity report of 7 September. I have talked with Messrs. Briggs, [_____] and concluded that, for the moment at least, this is a non-problem. Generically, the roles may be of the same family tree, but whether they are siblings or more distantly related is dependent upon whether they continue to function as they are now or have their roles redefined. If there is to be a redefinition of roles it should be in the generic context and not for the purpose of attempting to convert distant cousins to siblings. As long as the distant relatives are on speaking terms and do, in fact, converse from time to time, the present situation does not cry out for change. None of us, Briggs, [_____] or me, is able to identify or define a problem to solve. The search for a problem leads immediately into broader philosophical explorations of the whole information processing bag. Conceptually it is not too hard to get agreement, but refinements of the concepts can generate as many different opinions as there are people expressing them.

One point about which I think there is general agreement is that we do not have in the Agency, and probably should have, a place where people can go with a problem and come away with a solution tailored to the need. Too often in the past the solution likely to be developed has been in terms of the specialty of the component to which the problem was taken. A problem taken to OJCS, for example, might have gotten a computer solution or none at all. Use of the computer might not necessarily have meant it was the best solution; it may have meant simply that it was a feasible one. If the computer was not the solution, the one with the problem often was left to his own devices. It would be nice to have a place to go to get the best solution regardless of technology to be employed. Reorganization to achieve such a purpose might have some merit, but it is a broader question than the simple one of associating [_____] with each other in a different way.

The IP Staff has been oriented essentially toward ADP hardware and software in a review, reporting and control mode. The ISAS role, except for the records management function, is new and expanding into microform and word-processing technology. These latter interests take them closer to the ADP field, but their purpose is more problem solution oriented than the IP Staff's. Problems of interest to the IP Staff are management and control oriented at the Agency level and in the computer field. Problems
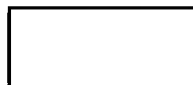
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of interest to the ISAS are paperwork handling or information system problems requiring solution at the user or problem level. ISAS is interested also in management and control of equipment but primarily at the user level with little or no present emphasis on overall Agency program and budget review.

Extension of ISAS interest into the word processing field not only moves toward the computer arena of the IP Staff but perhaps comes even closer to that of OJCS, and begins to butt up against the border of Printing Services Division responsibility; some features require a communications consideration as well. Computer output microform has a commonality of interest among the same components with the possible exception of OC. The point is that IP Staff/ISAS relationships are only one relatively small piece of a much broader subject. Before dealing with the broader subject we have to figure out what questions are the right ones to ask. Formulating and phrasing them will require a good deal more thought. Until that has been done I see nothing to be gained by focussing on relationships between ISAS and IP Staff.

RHW

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cc: D/PPB
     C/ISAS

1 0 SEP 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT   :   Information Processing

          Harold:

                    Chuck Briggs, in his activity report dated
          7 September, said in a footnote: "The respective roles of ☐
          ☐ and my Information Processing Staff under ☐
          are getting cloudier -- particularly when you read Gail's Annual
          Report recommendations." Attached is a copy of the last two pages
          of ☐ Annual Report to which Chuck refers.

                    As you know, I have become concerned with this
          general subject and recently had a meeting with six or eight
          people from various components -- individuals who by either
          position or reputation I assumed could address the over-all subject
          with understanding and, hopefully, objectivity. I plan to have
          further meetings with them. Were we ready to move ahead with
          reorganization within the Directorate, we perhaps could see a
          beginning of some resolution. Pending reorganization I would
          hate to see an effort to demarcate areas of responsibility for that
          would imply that, in fact, the subject matter is divisible which
          it is not. An interim step, which perhaps anticipates a more
          fundamental reorganization but certainly would not preclude it,
          would be to move the Information Processing Staff out of PPB and
          join it with ☐ group. My history may be bad but I would
          think that the Information Processing Staff is under Briggs because
          of his earlier identification with the business when he ran the
          Office of Computer Services. I'm sure that Chuck would have a lot
          of good reasons why this shouldn't be done and he should, of course,
          be given full opportunity to present his case. I'm inclined to give
          this to the Plans Staff ☐ to prepare a recommendation.
          If you agree, I'll advise both Chuck and Gail that we are taking a look
          at the two shops and then meet with ☐ to discuss in
          general terms what I have in mind.

                                              Robert S. Wattles

          Atts
          Cys of Pages 39 & 40 of SAIC Annual Report - FY 1973

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SECTION V. RECOMMENDATIONS

The primary objective of the Special Assistant for Information Control (subsequently renamed the Information Systems Analysis Staff) will be to begin the task of rationalization of the Agency's information management resources and techniques. Each component has developed an information management system geared to its own peculiar requirements; its interaction or meshing with any other Agency information management system is therefore coincidental or fortuitous. This situation appears anomalous in an Agency which is concerned almost exclusively with the information processing chain, from the framing of collection requirements to the final product. The dynamics of management change in the Agency, coupled with increased competition for resources, call for a new look at the way in which we deal with information. This new look should seek to achieve the maximum Agency manipulative capability for the least amount of money. In seeking this end, the good of the Agency as a whole is to be considered uppermost. This will require a modification in the way in which each Directorate views itself in relation to the Agency and the other Directorates.

The approach will be to collect information relative to the processes of information management, to analyze such data, and to propose new ways of doing things. These "new" ways of doing things may be new to the Agency but already tried and tested in other Government agencies or in the private sector. Experiments will be made in the feasibility of copying/reproduction centers. Conceivably, experiments will also be conducted with word processing centers. In view of the very limited resources of this office, it will still be necessary to rely upon negotiation and good works to convince Agency operating components that they should devote their own resources to such innovations.

Advances in the techniques of source data automation will soon enable the Agency to move toward a paperless system, capturing information in machine-readable form at time of origin, manipulating it by electronic means, storing it in magnetic media, displaying it via cathod ray tube or film, and reproducing it in hard copy form only when such action is mandatory. This implies new concepts, new methodologies, and open and receptive minds.

A major problem which will be encountered is that of human inertia, or even active resistance to change. Individuals will continue to want to do things in the safe and familiar ways to which they have grown accustomed. Organizational components will want to continue as satrapies, concerned with prestige and fiercely defensive with respect to their territorial rights and perquisites.

The decades-old tradition of decentralization and near autonomy will be a most formidable obstacle to overcome in introducing common information practices throughout the Agency in the area of information management.

Obviously, there will be a need to educate the manager and the user in what is available and how to select from among the options open. This may necessitate the development, perhaps in conjunction with the Information Science Training Program, of new training courses. It will require the preparation of guidelines for the selection and use of word processing, copy/duplicating, microform, and video equipment. It will also make mandatory a very close working relationship among the information management and processing elements of the Agency, and especially so within the Management and Services Directorate.

The 26 May 1972 memorandum from the Executive Director-Comptroller established an Agency Records Management Board consisting of senior representatives from each Directorate, the Chief of the Historical Staff, and, as its Chairman, the Agency Records Management Officer. The Board, which was to serve as the principal mechanism for the development of Agency-wide policies relative to information handling and management, met on three occasions. Frankly, it did not prove to be of great value as a policymaking body; the membership, however, functioned well as a channel for communicating with the various Directorates. In other words, the Board worked best when it was not a Board. It became inactive and its revival is not recommended.

In terms of resource requirements, the Special Assistant for Information Control has foreseeable needs in the areas of money, manpower, and space. The various improvements to ⬚ 25X1 and ⬚ and these are essential if the Agency is to utilize these facilities over the long haul--will cost in the neighborhood of ⬚ The cost of the alternative of constructing a new Records Center and Archives Building ⬚ 25X1 has been estimated at ⬚ The Classification Programs Branch will require five slots and appropriate office space. And finally, there is a clear need to provide Headquarters space to the Microfilm Programs Branch for offices and to accommodate the static display of microfilm equipment.

25X1

5X1

5X1